

DEVELOPING A COHERENT, SYSTEMIC APPROACH TO MANAGING TEACHERS EFFECTIVELY

Nigeria's Annual Education Conference,
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PURPOSE AND OBJECTIVES OF THE SESSION

The session established how the current teacher management system can support the short-term (2019), mid-term (2025) and long-term (2050) objectives of achieving a professional basic education teaching force. The session prioritised areas that need attention and developed an agenda for addressing the required changes.

SUMMARY

The subtheme, “Developing a Coherent, Systemic Approach to Managing Teachers Effectively”, was constituted to explore teacher recruitment, distribution and deployment, teacher management, welfare, motivation and remuneration. The focus was on the management of basic education at the Local Government level. It was noted that the challenges associated with basic education emanate from management at the LG level, unlike tertiary education that is managed at the Federal and State levels.

The session concluded that it is important to set standards at the national level, and ensure that schools and Local Government Education Authorities comply with those standards. The standards should regulate identification, recruitment, deployment and management of teachers. The federal government should apply such standards in the plan to employ 500,000 teachers in due course. The planned recruitment and deployment should be demand-driven and should take into account the promotion and professional progression of currently serving teachers.

It was recommended that education managers comply with policies on transparency and equity in the recruitment, working conditions and career progression of teachers. The federal government should facilitate close collaboration among organisations with interest in teachers’ welfare in order to improve the situation. It was noted that the use of appropriate technology in identification, recruitment and management of the teaching force has not been considered as much as it should. Managers of teaching service should therefore explore the application of technology for enforcing pro-teacher policies at national, states, local government and schools levels

RECOMMENDATIONS

The session recommended that:

1. For transparency and equity in recruitments and deployments, Universal Basic Education (UBE) legislation should be enforced. The legislation mandates Quality Assurance Officers to monitor compliance down to the Local Government and schools levels.

2. In partnership with colleges of education, teacher competence should be defined based on regional and global criteria to facilitate entry of the bright individuals into the profession.
3. Teachers should be given equitable opportunities for professional development, promotion and career progression. Job descriptions and career paths should be provided to every teacher. For rural postings, incentives must be provided from UBEC resources.
4. Appropriate technology and e-learning should be introduced into teacher training programmes to enable continuing education of teachers, monitor performance and facilitate the use of a reliable teacher database.
5. Payment systems and review of remunerations should be jointly done by Nigerian Union of Teachers (NUT) and Teachers Registration Council of Nigeria (TRCN). This should follow standards set by the International Labour Organisation (ILO), UNESCO and Commonwealth Education Protocol and Wages Commission.

PROCEEDINGS, TECHNICAL INPUT AND DISCUSSIONS

The session was structured to address four teacher management issues: teacher distribution (recruitment and deployment), teacher welfare (remuneration and pay, support and training), teacher motivation (aspiration, expectation and progression) and teacher effectiveness. Participants explored how to meet the needs of the teaching force and set out an effective management system that can support the teaching force in 2019, 2025 and 2050.

Issues of inadequate infrastructure, instructional materials, as well as unique challenges of undisciplined pupils were also discussed in the light of best practices across the world. It was observed that improved pupil performance is closely tied to improved teacher effectiveness. Teacher effectiveness and competency is linked to six distinct teacher Policy Areas: teacher recruitment; teacher deployment; pre-service training; in-service training; teacher discipline; and teacher motivation, pay and career progression.

Under the six teacher policy areas, 3 main objectives were discussed. The objectives include recruitment of competent teachers; teacher professional/self-development; and individual choice of joining the teaching profession. These objectives overlap and interact in important ways, and help to improve teacher numbers, teacher competency and teacher management, as shown in the diagram below.



E-Learning Technologies

Appropriate technology and e-learning should be introduced into teacher training programs



The session discussed that to effectively implement the policy areas represented in the diagram above, some requirements must be put in place. The requirements include a real-time data bank, the accreditation of programmes and curriculum content in colleges and faculties of education, and a continual quality assurance of teachers. Service tenure for teachers and the provision of reasonable rural reward schemes were also proposed. A review of, and shift from, the 'expanded' curriculum where teachers teach all subjects was identified as well. More so, infrastructure redesign for pupils with special needs, and new methodologies

to enhance teaching skills (e-learning and self-tutoring resources), were discussed as key to implementing teacher management. Lastly, the harmonisation of educational administration with governing laws was also identified as requirements to implement the policy areas.

Harmonisation of educational administration with governing laws would help to achieve synergy between SUBEB, Teaching Service Commission and Ministry of Education. Finally, Teacher management systems must be adapted to suit state-specific peculiarities.

ABOUT THE CONFERENCE

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